**Appendix 4F**
**DOL Tools and Reports**

# DOL Agency Oversight Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Agency Activity Inventory (AAI) | The AAI was introduced in 2002 and required by Office of Financial Management (OFM) 2005-07 Budget Guidelines.<br><br>The AAI links agency activities and performance measures to the Governor's Priorities of Government.<br><br>The AAI is intended to become the standard performance measure report prepared by all agencies for oversight purposes. | The AAI was submitted as part of the 2005-2007 DOL Budget Request and reviewed as part of the budget package by OFM, Governor, and the Legislature.<br><br>The AAI is intended to be a primary tool for communicating government results to stakeholders and the public.  OFM is unsure of to what degree they are reaching this audience.<br><br>Some measures that appear in the AAI also appear in DOL's operational measures.  However, the agency does not see the AAI as a management tool. | About half of the 60 measures identified are workload measures.<br><br>The are 20 Revenue generation measures, 8 service attribute measures, 4 social outcome measures and a sprinkling of quality and cost measures. | This tool is in the developmental stage of becoming a universal oversight tool for the Governor and Legislature.  It is intended to replace the Performance Progress Report currently published on the OFM website.<br><br>Measures are not yet reported on a regular basis.  Regular reporting of actual data on the web is targeted for 1st quarter results of 2005-07 biennium.<br><br>DOL sees the preparation of the AAI as a task that is separate from internal performance management activities. |

# DOL Agency Oversight Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Performance Progress Report (PPR). | The (PPR) is intended to demonstrate progress on the goals from agency strategic plans.<br><br>The measures are published in the OFM website and are intended to be the standard performance measure report prepared by all agencies for oversight purposes.<br><br>The PPR is being phased out and will be replaced with the Agency Activity Inventory discussed above. | The performance measures in the progress report are linked to the agency's budget presentation.<br><br>They are reviewed as part of the agency budget package and available on the OFM website to review progress towards stated goals. | The PPR includes a short list of four measures:<br>1. Vehicle title transfers completed.<br>2. Number of license tabs issued.<br>3. Average driver license wait time.<br>4. Average completed calls per day at the Driver Services Customer Service Unit. | The measures do represent a mix of output, timeliness, and productivity measures.<br><br>The measures do not provide a full or balanced view of the activities undertaken by DOL. The measures in the PPR also are used in internal management reports<br><br>This tool is being replaced by the AAI. |

# DOL Agency Oversight Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| 2005-2007 DOL Budget Request – Decision Package Performance Measures | In addition to Agency Activity Inventory the budget also includes decision package performance measures. These measures are intended to demonstrate the impact of a proposed budget requests on agency performance. | Decision package performance measures are used by the Governor and Legislature to make resource allocation decisions. It is not clear how much impact the performance measures have on the Governor and Legislature's decision-making processes. | According to OFM guidelines, decision package performance measures should include output, outcome and efficiency performance measures. DOL includes primarily output measures in decision packages. Some placeholders for performance measures are left blank. | Decision packages include rather lengthy justification for additional funding requests. Performance measures have been a relatively minor piece of DOL's presentations. |
| Governor's Performance Agreement (GPA) with the Director. | The GPA is intended to create accountability for implementing the agency's strategic plan. Quarterly updates are required. | The GPA is viewed as a "to do" list that the Director promises to complete. At DOL Performance Agreements cascade through the organization, down to the program manager level. DOL reports to the Governor and reviews progress on internal Performance Agreements quarterly. | Most items in the Performance Agreements are project related, such as, "Complete the UNISYS migration by X date." There are a few performance standards such as the 20 minute average wait time at the Licensing Service Centers. | The Performance Agreements are an effective tool for aligning efforts among management. It also creates visibility of the Governor's Agreement down to the program management level of the organization. It is clear that DOL takes the GPA seriously and focuses on delivering promised results. |

# DOL Agency-wide Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Licensing Business Review (LBR) | The LBRs are presentations made by division Assistant Directors (ADs) about division performance. The audience is the Executive Leadership Team.<br><br>The process is intended to promote managing with measures and encourage cross-divisional understanding, collaboration, and performance improvement. | The LBR process began in the Spring of 2004. Initially, each division made a presentation every six weeks. In the fall of 2004, the schedule is being revised to quarterly presentations that coincide with other department performance reporting requirements.<br><br>DOL is in the process of cascading the LBR process down to the program level with training programs on managing with measures for program level management. Program management within each division will begin a similar presentation of measures to peers within each division. | Each AD includes a short list of measures in their division presentation.<br><br>Full time employee equivalents (FTEs) budget allotment relative to actual is a measure that is required in all presentations.<br><br>The division can present up to 5 additional measures of their choosing – with the only caveat being that not all can show positive results. These five measures can change from one presentation to the next. Examples of optional measures include: Average customer wait time, Driving Under the Influence hearing dismissals, cost of service delivery, number of vessels titled and registered. | DOL management interviewed say they do benefit from the process. The LBR has helped to increase understanding and collaboration among divisions, and has increased management's understanding of how measures can be used to become a valuable management tool.<br><br>Even though the measures presented each session can change, each measure must show a trend over a period of time to provide context.<br><br>It is not apparent that each division has developed a standard set of performance measures that are reported on a regular basis. |

# DOL Agency-wide Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| DOL Performance Agreements | Performance Agreements within DOL are intended support the fulfillment of the Director's Performance Agreement with the Governor.<br><br>Quarterly updates are required. | At DOL, Assistant Director Performance Agreements support the Director's Performance Agreement with the Governor. In turn, Program manager and administrator agreements support the Assistant Director's Agreement.<br><br>DOL reviews progress on internal performance agreements quarterly. | Most items in the Performance Agreements are project related, such as, "Complete the UNISYS migration by X date."<br><br>There are a few performance standards such as the 20 minute average wait time at the Licensing Service Centers. | The Performance Agreements are an effective tool for aligning efforts among management. It also creates visibility of the Governor's Agreement down to the program management level of the organization.<br><br>It is clear that DOL takes the GPA seriously and focuses on delivering promised results. |

# Driver Services Division Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Drivers Examining Workload Model | The purpose of the Workload Model is to provide a snapshot of Licensing Service Office (LSO) performance. The report is used by all levels of management and LSO staff. | It is the primary management tool used for managing LSO performance at all levels of management.<br><br>Staff at LSO's are aware of wait time goals and the wait time "grades" they receive. | The Model includes wait times, wait time "grades", staff utilization rates, and utilization rates that are adjusted by "diversity factors" that take into account the demographics of each LSO's customers. | The Workload Model is the primary management tool at all levels of the division.<br><br>The report does not address service quality.<br><br>Some of the calculations are very technical and may not be well understood by LSO supervisors and staff. |
| Driver Responsibility Workload Report | The Workload Report summarizes processing turnaround times relative to established goals. | The report is used by the Program Administrator to communicate and manage workload. | The report includes turnaround times for documents processed. Some documents that are processed also list the number of items backlogged. | The Workload Report is the primary tool for managing workload and processing turnaround times.<br><br>It does not measure processing quality or efficiency. |

# Driver Services Division Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Hearing and Interview Statistics | The statistics are used to communicate and manage hearing and interview workload in total, by regions and individual.<br><br>The tool summarizes workload, productivity and quality measures. | The statistics are used to communicate and manage workload, processing times, and service quality.<br><br>It is used by the Administrator and Managers as their primary performance management tool. | The report include the number of interviews and hearing conducted, events per hearing officer per month or week, and quality measures based on review of case files and hearing tapes. | This is one of the few performance management reports that address productivity, quality and timeliness.<br><br>The system relies on manual data entry to Excel spreadsheets that are compiled. |
| Driver Services Fee Study | The Fee Study reports the actual costs of providing services relative to the fees collected for those services and compares fees to other States for the Legislature.<br><br>This report is required by the Legislature every biennium. | The Legislature uses the report to determine whether fees charged for DOL services should be adjusted. | The Fee Study includes costs per unit and fees charged by product or service type and for total service provided.<br><br>The report attempts to include fully loaded costs, allocating overhead and revenue generated by each product or service. | The fee study is a report produced for the Legislature and is not used as a management tool internally. |

# Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Performance Management & Reporting (PMR) repository | The PM&R is an Excel spreadsheet-based repository for collecting, calculating and graphically displaying performance information. The tool was developed by T.S. Marshall Associates Inc. | The Vehicle Services division is using this spreadsheet to collect its operating performance measures and data. The PM&R does not contain all measures that are used by Vehicle Services for operating purposes. Vehicle Services management determined that the PM&R should not contain many of the statistics or measures that were routinely reported elsewhere unless they were needed to perform another calculation in the spreadsheet. | The PM&R provides information about the measure, measure type, its baseline, target and actual data, and reporting frequency. The PM&R also allows the Division to weight certain measures, identify a "breakpoint" performance. The spreadsheet can calculate % success and measure status. A comments field can capture limited information about each measures definition and/or calculation. | The PM&R will serve as the primary repository for performance data for Vehicle Services. Managers and staff will have different levels of access to the data for purposes of updating and viewing performance. T.S. Marshall has also developed several subsidiary spreadsheet applications for Vehicle Services that perform calculations and load the results into the PM&R. |

## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Vehicle Services Fee Study | The Fee Study reports the actual costs of providing services relative to the fees collected for those services and compares fees to other States for the Legislature. | The Legislature uses the report to determine whether fees charged for DOL services should be adjusted. | The Fee Study includes costs per unit and fees charged by product or service type and for total service provided.<br><br>The report attempts to include fully loaded costs, allocating overhead and revenue generated by each product or service. | The fee study is a report produced for the Legislature.  Vehicle Services is also attempting to use the Fee Study as a tool to allocate costs. |

## Information Services Used by Transportation Programs
## Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Service Level Agreements (SLA) & Service Level Performance Reports | The SLA develops a common understanding between service provider and customer regarding service level expectations in measurable terms. | The SLA and Performance Reports are used to monitor actual service levels relative to customer expectations. | The SLA includes percent of application availability, customer satisfaction, help desk coverage rates, expenditures relative to budget, full time employee equivalent counts relative to plan, targets for the cost, quality and timeliness of new applications and system enhancements. | The SLAs have well documented performance measures that are reported on to the customer quarterly. The performance measures are well balanced. They address customer satisfaction, cost, quality, and timeliness. The SLA is an effective means of understanding and fulfilling customer needs. |

# Administrative Services Used by Transportation Programs
## Performance Management Tools/Reports
## Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|---|---|---|
| Customer Service Center Service Level Agreements (SLA) & Performance Reports | SLAs develop a common understanding between service provider and customer regarding service level expectations in measurable terms.<br><br>Monthly performance reports summarize actual performance relative to plan. | The SLAs and performance reports are used by customers to monitor actual service levels relative to agreed upon standards.<br><br>The Customer Service Center manages daily operations using the many of the same measures that appear in the SLAs. | The SLAs and performance reports include the following measures: % busy signals, abandoned calls, email turnaround rates, % of calls answered within agreed upon waiting period (ranges from 2-5 minutes), and productivity rates. | The SLA measures are well documented and actual performance is reported to the customer monthly. The SLA is an effective means of understanding and fulfilling customer needs.<br><br>The Customer Service Center has developed a strong culture of managing with measures and uses call statistics to manage daily operations. |
| Administrative Services Balanced Scorecard | The Balanced Scorecard is used to communicate and manage performance priorities. | It is the primary tool used for communicating performance expectations and reporting results. | The Balanced Scorecard includes accuracy rates, percent reduction in undeliverable driver's licenses, percent of call center busy signals and abandoned calls. | Performance expectations are clear and performance measurement system is concise and well understood. |